ANNUAL REPORT

OF THE

CIVIL SERVICE COMMISSION

OF THE

PROVINCE

OF

PRINCE EDWARD ISLAND

FOR

1983

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The Honourable J. A. Doiron
Lieutenant Governor of Prince Edward Island

Dear Sir:

I have the honour to transmit the Annual Report of the Civil Service Commission of Prince Edward Island for the year ending December 31, 1983.

Respectfully submitted,

Albert P. Fogarty
Minister Responsible for the Civil Service Act

The Honourable Albert P. Fogarty
Minister Responsible for the Civil Service Act
Province of Prince Edward Island
Charlottetown
Prince Edward Island

Dear Sir:

We have the honour to present to you the Annual Report of the Civil Service Commission for the year ending December 31, 1983.

Respectfully submitted,

D G MacCormac

Don G. MacCormac
Chairman

E. June Hicken

June Hicken
Commissioner

Kenneth A. Walker

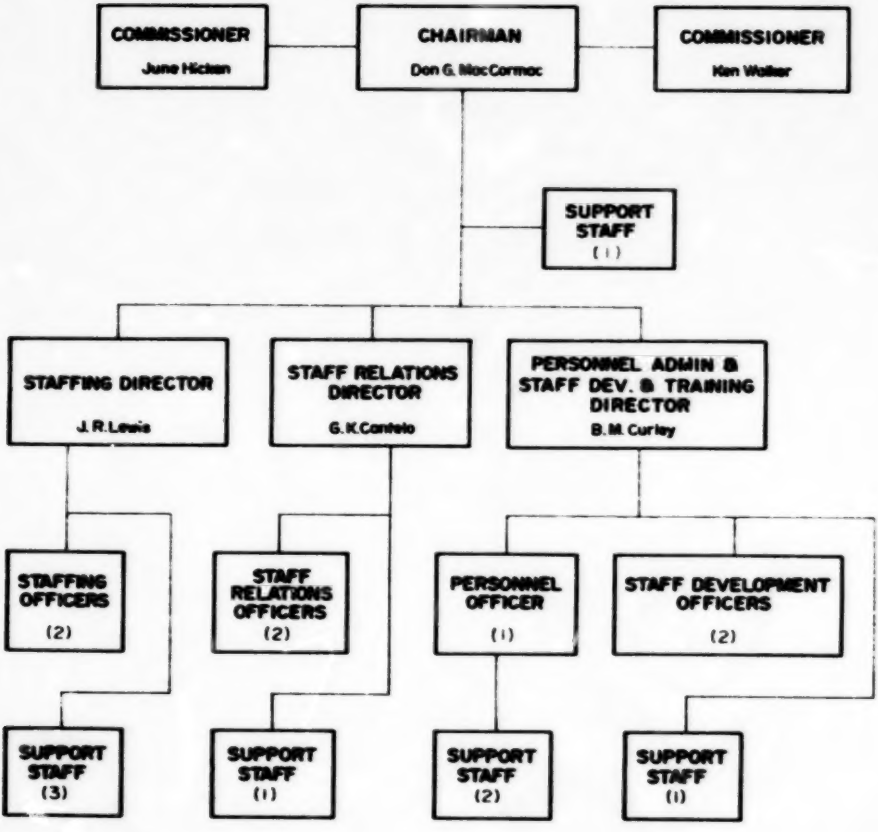
Ken Walker
Commissioner

REPORT
of the
PRINCE EDWARD ISLAND
CIVIL SERVICE COMMISSION

This report covers the activities of the Civil Service Commission and its staff during the period of January 1, 1983 to December 31, 1983. It is submitted pursuant to Section 4(1)(f) of the *Civil Service Act*.

CIVIL SERVICE COMMISSION

(Organizational Chart)



INTRODUCTION

The Civil Service Commission, which consists of a full-time Chairman and two part-time Commissioners, is appointed pursuant to the Civil Service Act and establishes overall policies in accordance with the Civil Service Act. The Commission receives assistance from personnel specialists and support staff. The Chairman is the Chief Executive Officer.

The Civil Service Commission is responsible for:

1. Staffing the Civil Service. (Recruitment, selection, placement, transfer, and promotion.)
2. Providing Training and Development programs for employees in the Civil Service.
3. Developing and maintaining a Classification Plan as a basis for equitable compensation of employees performing the same kind or level of work.
4. Ensuring the equitable treatment of all employees by monitoring the interpretation and administration of the Civil Service Act, Regulations, and Collective Agreement.

The Commission works to ensure that appointments to or from within the Civil Service are made in keeping with the merit principle and the Civil Service Act. Procedures have been established to ensure that citizens have a reasonable opportunity to obtain employment at all levels of the Civil Service while affording employees an opportunity to obtain promotions and pursue a career within the Civil Service.

OUR STATISTICS AT A GLANCE . . .

	Year Ending 1982	1983
1. Classified Division		
(a) Positions on Establishment	2806	3080
(b) Employees on Payroll	2298	2266
(c) Vacant Positions	521	817
(d) Separations	298	159
(e) Appointments to Positions	140	125
(f) Promotions	36	34
2. Unclassified Division		
(a) Executive	28	24
(b) Contract	92	68
(c) Term employees (temporary, seasonal, relief)	1153	1136
(d) Total unclassified	1273	1228
3. Reviews		
(a) Classification Review Requests		
(i) to Commission	206	94
(ii) to Classification Appeal Board	11	7
(b) Grievances		
(i) to Grievance Review Board	3	4
4. Staff Development & Training		
(a) Participant Training Days	2343	2245
(b) In-Service Courses	112	120

SIGNIFICANT EVENTS

- New Civil Service Act proclaimed
- New Regulations issued
- Long-Term Temporary Employee issue resolved
- Pension Plan established for Part-time Employees
- New Civil Service Commissioner appointed
- Departments Reorganized
- Workforce Reductions Occur
- Compensation Review Legislation Enacted

GENERAL OVERVIEW

NEW CIVIL SERVICE ACT

The Legislature passed a new Civil Service Act on June 23, 1983, to replace the legislation originally passed in 1962.

Proclaimed September 23, 1983, the Act incorporates changes affecting the role of the Civil Service Commission, the organization of the civil service, transfer of positions, the classification process, appointments, discipline, and the grievance procedure.

Redundant sections and administrative details more suitable for inclusion in regulations or in a collective agreement were removed. The remaining forty-four sections (compared with 73 in the previous Act) are arranged in more logical, sequential order for ease of understanding.

The Commission had recognized the need for new legislation for some time. Over the past eight years considerable effort had been made to prepare a statute which would assist in preserving and strengthening the merit principle in the context of modern personnel management practices. This new Act has rectified many of the difficulties in the previous legislation.

NEW REGULATIONS

With a new Civil Service Act it became necessary to have a complete new set of Regulations to complement and elaborate on the provisions of the Act. The new Regulations include changes affecting the terms of service, classification, conduct of employees, the grievance procedure, and layoff and re-employment criteria. Considerable wording has been eliminated and/or clarified for ease of interpretation and to eliminate ambiguity.

LONG-TERM TEMPORARY EMPLOYEE CONVERSION

The Government decision to rectify the age-old problem of the "long-term temporary employee" launched the Commission into its most significant and comprehensive undertaking since the implementation of the Classification Plan in the 1960's.

Because of temporary increases in workload, there has always been a need for a number of "temporary" employees. In many cases over the years, however, the anticipated "temporary workload" has proved to be on-going, with the result that there have been approximately 400 employees on staff for more than 1 year and some for 10 and 15 years.

These employees have missed out on many benefits enjoyed by classified civil servants, such as pension plan, job security, and eligibility to apply for promotional opportunities.

The issue of the "long-term temporary" employee has been addressed in the new Act in two ways:

1) Section 43: (1)

   Without prejudice to subsection 17(1) casual employees who were in the civil service on April 1, 1983, and had not less than one year of continuous service immediately preceding that date are eligible to apply for a position in respect of which an in-service competition is held.

   Section 43: (2)

   Subsection (1) ceases to have effect on April 1, 1984.

2) Section 10: (3)

   Temporary employees hired by an employer may be retained for a maximum period of six months and their employment shall be terminated no later than the end of that period.

With the proclamation of the new Act, departments were requested to review their long-term temporary jobs and determine which are "on-going." When this was accomplished, a job description for each eligible position was sent to the Commission for classification. Application for creation of a classified position was then submitted to Treasury Board, and, if it was approved, the Commission held an in-service competition to fill the position.

The new Act provided that employees of the casual division are eligible to compete for these in-service competitions up to March 31, 1984, provided they were in the civil service on April 1, 1983, and had not less than one year of continuous service immediately preceding that date.

By year end, the conversion process was well underway, and will be completed on schedule by March 31, 1984.

To prevent recurrence of this problem, future temporary employees will be hired for a maximum term of six months.

PART-TIME EMPLOYMENT

There has been a discernible trend towards more part-time employment in recent times. Many employees now desire to work only part-time, and many positions do not require a full-time employee. In response to this developement, several significant changes have occurred in the civil service.

Government acknowledged the desirability of including part-time employees in the classified service by making provision for this in the new Act. Previously, part-time employees were in the unclassified service.

As of April 1, 1983, all classified part-time employees became eligible to join the basic benefit section of a new Part-Time Employees Pension Plan, providing they were under age sixty on their hiring date. Part-time employees may also contribute to the supplementary benefit plan prior to attaining age sixty-five.

On a pro-rata basis, part-time classified employees now have many of the benefits of full-time classified employees, including vacation leave and sick leave.

Approximately 400 employees are working part-time. Some employees are working 8, 9, or 10 months instead of 12 months a year, while others work less than the normal work day, week, or month.

WORK FORCE REDUCTION

The downturn in the economy and the resultant decrease in Government revenues made it necessary for Departments and Agencies to constrain their activities and budgets in 1983. As a result, there was a considerable reduction in the civil service workforce during the year.

The departments most affected were Transportation and Public Works, Health and Social Services, Justice, and Community and Cultural Affairs.

A total reduction of 117 occurred as follows:

4 vacant budgeted positions abolished

18 employees transferred to vacancies in the civil service

35 employees laid off

45 Many employees had work hours reduced, making the equivalent of 45 full-time positions redundant

12 positions discontinued and incumbents displaced other staff

1 retired

1 deceased

1 resigned

DR. J.J. COYLE, CIVIL SERVICE COMMISSIONER, RETIRES

After 16 years as a Civil Service Commissioner, Dr. James J. Coyle retired in October.

Dr. Coyle was appointed by Executive Council in 1967 and served with three chairmen of the Commission — the late Dr. James Higgins, the late Earle G. MacLeod, and the current Chairman.

In addition to his work as Commissioner, Dr. Coyle was one of the people responsible for drafting the Civil Service Act of 1962.

Dr. and Mrs. Coyle were presented with a retirement gift at a dinner hosted by the Commission and the Honourable George McMahon, Minister of Justice and formerly minister responsible for the Commission.

NEW COMMISSIONER INSTALLED

The Lieutenant-Governor in Council appointed Mr. Ken Walker of Summerside to replace Dr. Coyle as Civil Service Commissioner, effective November 18, 1983, for a five-year term.

REORGANIZATION

Effective November, 1983, the Department of Industry assumed responsibility for the following divisions, transferred from the Department of Labour:

Manpower Resources
Research and Planning

Employment Training Corp
Joint Federal/Provincial Manpower Needs Committee
Institutional Training Services

In addition, the Department of Industry became responsible for Regional Services Centres (excluding building inspection staff, community recreation staff, and planning technicians).

With the redistribution of responsibility to Industry from Labour, that department amalgamated with Fisheries to form the Department of Fisheries and Labour.

STAFFING BRANCH

The Staffing Branch provides for the filling of vacancies by advertised competitions or other recruitment and selection procedures applied in accordance with the Act and the merit principle. All candidates are assessed against common selection criteria which are consistent with the position requirements established by the Departments and approved by the Commission. Candidates are asked to appear for a personal interview before a Selection Board and are sometimes required to take examinations.

RECRUITMENT

The Branch is responsible for processing all applications for employment: 3554 were received in 1983.

Of the applications received, 61 percent were in response to advertisements, while 29 percent were unsolicited applications.

In 1983, of the 285 advertisements placed, 33 (or 12%) were open competitions, while the remaining 252 (or 88%) were promotional opportunities, available to classified civil servants and long-term temporary employees. An increase of 160 advertisements (or 228%) over the previous year was primarily due to the staffing of long-term temporary positions.

During the year, a policy of conducting In-Service competitions wherever possible was followed which greatly reduced the number of candidates applying for and being interviewed for job opportunities.

SELECTION

Twenty-two percent of all applications received in 1983 for advertised vacancies were deemed unqualified because of inadequate education or experience. A total of 1,082 candidates were invited to participate in selection examinations and/or oral interview boards.

Candidates who participate in competitions requiring only oral interviews are placed in three categories: Passed, Failed, or Did Not Appear. In 1983, 71 percent passed, 21 percent failed, and 8 percent did not appear.

Candidates who participate in written examinations are also placed in three categories: Passed, Failed, and Did Not Appear. In 1983, 61 percent passed, 38 percent failed, and 1 percent did not appear.

PLACEMENT

During 1983, the Staffing Branch made 261 probationary appointments for permanent positions and 32 temporary appointments.

TRANSFERS

The Branch endeavours, whenever possible, to find compatible positions for employees seeking a change in their work environment. During the year, 36 requests for transfers were received from classified civil servants — 13 of these transfers were implemented.

GENERAL

The Staffing Branch continued its policy of conducting Selection Boards at a Government Office or Regional Service Centre in the area where the vacant position is located.

During 1983, the Branch in conjunction with the Staff Development and Training Branch continued to hold courses titled: *Employment Interviews: How to Succeed.* The course is designed to assist employees by explaining the selection process and providing practice interviews. In addition a number of courses of a similar nature were held in Charlottetown and Summerside for the benefit of employees of the Job Creation Program, sponsored by the Department of Health & Social Services.

In 1983, the Staffing Branch seconded staff members to the Staff Relations Branch to assist in the classification of positions.

MARITIME REGIONAL ACTIVITIES

The Directors of Staffing, on behalf of the Chairmen of the three Maritime Civil Service Commissions, continue to meet as an Appointments Review Committee to audit the Council of Maritime Premiers staffing actions.

STAFF RELATIONS BRANCH

CLASSIFICATION

It is a Commission responsibility to classify all positions in the civil service, and maintain a classification plan for these positions. This function ensures that all positions having similar duties, levels of responsibility and qualifications are assigned to the same classification. This allows the same compensation to be paid to all positions within the same classification, and provides a basis for proper organization structure.

This year the classification process was very active, as 559 proposed positions were evaluated and classified. The majority of these positions have been staffed by long term casual employees; it is the Government's policy to eliminate these casual positions by having them regularized and form part of the classified service. This process will continue into next year until the project is completed.

The Commission also studied and issued decisions on the classification level of 159 existing positions. Of these, 18 were downgraded to a lower classification, 68 were confirmed at their present level and 73 were upgraded.

CLASSIFICATION APPEALS

The Civil Service Act Regulations provide for a classification Appeal Board to hear appeals against a decision of the Commission regarding the classification of positions. Either the Deputy Head or the permanent employee may appeal. The decision of the Board is binding on all parties. During the year the Board heard seven appeals; three were granted in favour of the appellant and the Commission's decision was upheld in the other four.

COMPENSATION

Pay Research

The Commission maintains a comprehensive library of compensation information from across Canada, by participating in the exchange of information and data with other provinces and the federal government. This information is used in preparation for negotiations on behalf of the Government.

Compensation Review Legislation

The Legislative Assembly passed the Compensation Review Act which provides for limitations in increases of public sector compensation over a two-year period, while maintaining the right of employees to continue collective bargaining. The Act encompasses the civil service, the education and hospital sectors, post-secondary institutions, and Crown corporations. It allows municipalities to apply to the Executive Council for inclusion under the Act. The Act also allows employees and bargaining agents to exempt themselves from the operation of the Act, by agreeing to compensation limits on a voluntary basis.

STAFF DEVELOPMENT AND TRAINING BRANCH

The mandate of the Staff Development and Training Branch is to assist Departments and employees improve the efficiency and effectiveness by which Government services are provided.

The major objectives of the Branch are to:

(a) provide appropiate staff development and training programs for the efficient and effective operations of the civil service.

(b) assist departments in planning, implementing and assessing organizational change.

To reach these objectives, the operations of the Branch include:

- staff training programs
- career planning services
- tuition reimbursement program
- public administration program
- organizational development consulting services.

TRENDS

The Branch responded to an increased demand for training and development programs along with requests for organizational development assistance. Participation in our in-service courses increased by 5 percent while participation in the Tuition Reimbursement Program increased by 38 percent.

SEMINAR LEADERS

While staff of the Branch act as the resource person for the majority of programs, Departmental staff continue to be an important source of expertise as seminar leaders on In-Service workshops. Seventeen civil servants offered courses on behalf of the branch this year.

Seminar topics were:

- Computer Concepts
- Coping With Stress
- English Grammar Review
- Evidence Giving
- Gathering Information Through Interviews
- Interfacing With The Public
- Job Search
- Management Skills for First-Line Nursing Leaders
- Operating Audio Visual Equipment
- Organizing Your Work
- Preparing for the Job Interview
- Punctuation
- Writing Position Classification Descriptions

The Branch provides support services to those employees who offer programs on its behalf. These services include training on instructional techniques and course design, as well as individual consultations in program development. One group of SY/CL's is presently working with the branch to develop four courses for presentaion during the spring of 1984.

Certificates of Appreciation were presented to in-service resource people during ceremonies at a Recognition Night in October.

TRAINING ADVISORY COMMITTE

A Training Advisory Committee was established to provide Departments, Agencies, and Commissions with an opportunity to have greater input into the Services offered by the Branch. As well, the Branch will now have a training representative in each Department who is able to identify present and future training needs.

NEW COURSE OFFERINGS

This year the Branch offered seven (7) new courses:

"Dealing with Addictions" - aimed at the helping professions (Social Workers, Social Services Workers, Public Health Nurses, Probation Officer, etc.), to help them identify and address this difficult area.

"Dealing with Restraint" - a course aimed at helping supervisors and managers do more with less.

"Developing/Presenting In-Service Workshops" - to provide basic techniques in designing and conducting training courses for staff who conduct in-service workshop.

"Effective Public Speaking" - designed for those interested in improving their speaking skills and becoming more at ease speaking to a group.

"Effective Reading" - a six-week university course for employees who wish to improve their productivity by increasing the effectiveness and speed of their reading.

"Introduction to Records Management" - a course on understanding the scope of Records Management and how the Records Manager can improve effectiveness, and reduce needless paperwork and duplication.

"Management Skills for Women" - a two-day workshop on the issues confronting women managers; defining personal and professional goals; and developing skills in dealing with people problems.

EXECEUTIVE SEMINAR

A Seminar on "Successful Negotiating" drew very favourable comments from the 24 senior managers who attended.

PUBLIC ADMINISTRATION PROGRAM

This program, offered through the extension Department of the University of Prince Edward Island, has ninety-four (94) provincial government employees enrolled.

Eight (8) employees received Certificates, twelve (12) received Diplomas and five (5) received both in 1983, bringing the total number of graduates since 1974 to sixty-seven (67).

SPECIAL COURSES

In addition to our regularly scheduled courses, the Branch responded to over sixty (60) requests to offer courses designed to meet particular training needs (Appendix G).

COURSE LOCATIONS

The Branch continued with its regionalization concept and conducted eighteen courses outside the Charlottetown area. The response was extremely positive from all centres with a further demand to continue offerings on this basis.

PERSONNEL ADMINISTRATION BRANCH

The purpose of the Personnel Administration Branch is to ensure that employees receive fair and equitable treatment. This is carried out through a centralized administration and interpretation of the Civil Service Act, Regulations, and the Collective Agreement.

FUNCTIONS

The major functions of the Branch are:

(a) to monitor personnel activities of Departments and Agencies to ensure compliance with policy; and,

(b) to provide assistance and advice on personnel matters.

These are achieved through the following operations:

- administration of personnel and payroll systems
- operating the human resource information system
- providing advice to supervisors and managers in relation to personnel administration
- interpreting the Civil Service Act/Regulations and Collective Agreement
- counselling employees on problems that affect work performance.

WORKER'S COMPENSATION

The Branch is responsible for coordinating the Worker's Compensation Program for the Government as an employer. During this year, 165 claims for injury on duty were approved under the Worker's Compensation Act (Appendix B).

ALCOHOLISM REHABILITATION

The Commission is responsible for the administration of the Alcoholism Rehabilitation Program. Twenty-one (21) employees were involved in the Program during 1983.

PART-TIME PENSION PLAN

A Part-Time Pension Plan for part-time employees was implemented April 1, 1983. This is a two-part plan consisting of a Basic Plan which requires a 3.5% contribution and is a condition of employment, and an optional Supplemental Plan which requires a 2.5% contribution.

The employer matches the employee's contributions.

DISCIPLINE

While discipline is the responsibility of the Deputy Head, the Commission monitors such action to ensure that it is administered consistently within the Civil Service. Disciplinary action in the form of written reprimands and suspensions occurred in thirteen (13) cases.

ESTABLISHMENT

The Civil Service Establishment of the classified and unclassified divisions at December 31st, 1983, is shown in Appendix C.

APPENDIX "A"

	Classification Review Board	Grievance Review Board
Chairman	Mr. Wm. Bustard	Vacant
Alternate Chairman	Mr. E. W. Lawlor	Mr. L. W. Brammer
Members	Ms. Lois Thompson	Ms. T. R. Cameron
	Mr. G. D. MacRae	Mr. W. W. Reid
Alternate Members	Ms. E. B. MacLeod	Ms. M. L. Hanscombe
	Mr. T. W. Doyle	Mr. M. B. Fitzpatrick

WORKER'S COMPENSATION
January 1, 1983 to December 31, 1983

INJURY ON DUTY CLAIMS

DEPARTMENT	Claims	Days Claimed
Agriculture	3	31
Education	2	45.50
Energy & Forestry	9	85
Fisheries & Industry	2	11
Health & Social Services	89	1,550
Hospital & Health Commission	1	4.50
Housing Corporation	4	17.50
Justice	1	6.50
Labour	1	5
Liquor Control Commission	4	27.25
Transportation & Public Works	49	408.75
TOTAL	165	2,192

COSTS

Administration	$ 35,408.66
Compensation	43,430.20
Injury on Duty	93,686.67
Lump Sum	9,285.75
Medical Aid	74,338.14
Pension	74,331.36
TOTAL	$330,480.78

LENGTH OF CLAIMS

Number of Days Claimed	Number of Claims
1	5
2	21
3	21
4	16
5	23
6-9	34
10-19	21
20-49	14
50-99	7
100-	3
TOTAL	165

COST OF CLAIMS

Cost	Number of Claims
$ 0 - $ 99	13
$ 100 - $ 199	35
$ 200 - $ 299	31
$ 300 - $ 399	20
$ 400 - $ 499	13
$ 500 - $ 999	24
$1,000 - $1,999	13
$2,000 - $2,999	6
$3,000 - $3,999	3
$4,000 -	7
TOTAL	165

CIVIL SERVICE ESTABLISHMENT

DEPARTMENT/AGENCY	CLASSIFIED SERVICE						UNCLASSIFIED SERVICE		TOTAL EMPLOYEES	
	POSITIONS		EMPLOYEES		POSITIONS VACANT		EMPLOYEES			
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Agriculture	187	10	115	2	71	8	47	1	162	3
Community & Cultural Affairs	77	15	65	15	17		15	1	80	16
Education	72	27	66	1	7	26	15	36	81	37
Energy & Forestry	52		42		10		37		79	
Finance & Tourism	170		149		20		21	1	170	1
Fisheries & Labour	33		32		2		6		38	
Health & Social Services	954	313	802	155	151	158	273	128	1,075	283
Justice & Attorney General	131	2	115	2	16		36	2	151	4
Industry	63	1	29	1	35		17		46	1
Transportation & Public Works	392	226	360	34	32	192	500	6	860	40
Auditor General's Office	19		16		3		2		18	
Civil Service Commission	21	2	16	2	4		4		20	2
Energy Corporation	1		1		0		2		3	
Executive Council	13		7	1	7		16		23	1
Hospital & Health Services Commissions	69		65		4		1		66	
Housing Corporation	49		41		5		7		48	
Land Development Corporation	14		7		7		1		8	
Land Use Commission		1					1		1	1
Lending Authority	18		16		2		4		20	
Liquor Control Commission	114		81		33		42		123	
Milk Commission	2		1		1		1		2	
Public Utilities Commission	9		7		2		1		8	
Treasury Board	8		7		1		3		10	
Worker's Compensation Board	15		12		5		1		13	
TOTAL	2,483	597	2,052*	214	433	384	1,053	175	3,105	389

* Figure includes 3 supernumery employees

APPENDIX "D"

EMPLOYMENT AND SEPARATIONS BY JOB CATEGORY AND SEX

CLASSIFIED CIVIL SERVICE

CATEGORY	Positions	Employees		Vacancies	Separations									
					Retirements		Resignations		Lay-Offs		Dismissals		Deaths	
		M	F		M	F	M	F	M	F	M	F	M	F
1. Administrative	517	323	128	68	7		7	4	1				2	1
2. Administrative Support	516	32	321	163	1	3	1	11	2	2				3
3. Operational	1364	406	509	449	15	17	7	17	14	9		2	2	
4. Professional	453	145	197	111	1	2	4	10				1		
5. Technical	230	139	30	62	1		2	2	3	3	1		1	
	3080	1045	1185	853	25	22	21	44	20	14	1	3	5	4

APPENDIX "E"

STAFF DEVELOPMENT & TRAINING

TRAINING SUMMARY 1983

PARTICIPATION BY DEPARTMENT/AGENCIES

DEPARTMENT AND/OR AGENCY	In-Service Training	Tuition Reimbursement	Educational Leave
Agriculture	17	14	
Auditor General	3	27	
Civil Service Commission	17	9	
Community Affairs	76	20	
Education	23	5	
Energy & Forestry	16	1	
Finance & Tourism	51	30	
Fisheries & Labour	9	5	
Health & Social Services	265	197	
Hospital & Health Services Commission	4	3	
Housing Corporation	9	12	
Industry	2		
Justice & Attorney General	15	18	
Lending Authority	2	8	
Land Development Corporation	1		
Liquor Control Commission	14	1	
Market Development Centre	1		
Transportation & Public Works	31	7	
Treasury Board			
Addiction Services	13		
General Hospitals	17		
Holland College	8		
Industrial Enterprises Inc.	5		
Other	72		
TOTAL	671	357	

APPENDIX "F"

STAFF DEVELOPMENT & TRAINING

IN-SERVICE TRAINING PROGRAMS - 1983

COURSES	No. of Courses	No. of Participants	Duration (Days)	Participant Training Days
Assertiveness Skills for the Workplace	1	12	1	12
Computer Concepts	1	13	3	39
Coping With Stress	2	19	2	38
Dealing With Addictions	1	12	2	24
Dealing With Restraint	1	8	1	8
Developing/Presenting In-Service Workshops	1	11	2	22
Discipline: A Management Skill	1	11	2	22
Effective Public Speaking	1	20	2	40
Effective Reading	1	8	5	40
Employment Interviews: How to Succeed	4	62	1	62
English Grammar Review	2	26	1	52
Evidence Giving & Court Procedure	2	25	1	25
How to Train Your Staff	1	7	2	14
Human Relations	1	19	3	57
Improving Unit Productivity Through Management Performance	1	7	1	7
Instructional Techniques	1	9	2	18
Interacting with the Public	4	57	1	57
Introduction to Records Management	1	27	1	27
Management Process	1	9	3	27
Management Skills for First-Line Nursing Leaders	1	15	2	30
Management Skills for Women	1	14	2	28
Motivating Employees to Achieve	2	17	1	17
Motivating Employees Through Leadership	1	5	2	10
Operating Audio Visual Equipment	1	16	1	16
Organizing Your Work	3	38	1	38
Orientation	3	24	1	24
Performance Appraisal: Interviewing Skills	1	8	1	8
Performance Appraisal: Systems & Methods	1	8	2	16
Preparing For Your Retirement	2	27	2	54
Project Planning	1	13	2	26
Punctuatiion	1	11	2	22
Report Writing	1	13	2	26
Senior Secretarial Seminar	1	25	2	50
Stepping up to Supervisor	5	40	1.5	60
Successful Negotiating	1	30	2	60
Writing Effective Letters & Memos	1	5	1	5
TOTAL	55	671		1,081

APPENDIX "G"

SPECIAL COURSES CONDUCTED OR FUNDED BY STAFF DEVELOPMENT & TRAINING BRANCH

COURSES	No. of Courses	No. of Participants	Duration	Participant Training Days
News Article Writing (Agriculture)	1	19	1	19
Briefing Sessions on:				
Act & Regulations	7	148	.5	74
Personnel Administration Manual	4	80	.5	40
Pension Plan - Part-Time Employees	8	192	.5	96
Canvassing Techniques (United Way)	2	26	.5	13
Cardio Pulmonary Resuscitation (CPR)	3	32	.5	16
Creativity (Tourism)	1	25	2	50
Employee Assistance Program	10	140	.5.	70
Farm Financial Management	1	33	5	165
Finance (Auditor General)	1	3	1	3
Gathering Information Through Interviews	1	14	2	28
Human Relations	1	9	3	27
Job Search	3	42	2	84
Library Technicians Workshop	1	34	1	34
Marketing For Home Economists	1	14	3	42
Performance Appraisal	3	32	.5	16
Preparing For The Job Interview	5	63	.5	31.5
Sexual Abuse of Children Within the Family	1	150	1	150
Staff Conference (Agriculture)	1	100	1	100
Stress Workshop	1	20	1	20
Supervisory Training for Forestry Foreman	1	9	1	9
Team Building	2	13	2	26
The Adult Learner	1	6	.5	3
The Role of a Manager	1	9	2.5	22.5
Time Management	4	25	1	25
TOTAL	65	1238		1164

DEATHS

The Commission recognizes the service and contribution of the following employees who died in 1983. We join their fellow employees in extending our sympathy to their families.

Douglas Adams - Health & Social Services
Windsor Campbell - Transportation & Public Works
Leona Doyle - Finance & Tourism
Barbara Gallant - Transportation & Public Works
Olive Hennessey - Liquor Control Commission
Margaret Hill - Health & Social Services
Edward Oatway - Transportation & Public Works
Temple MacDonald - Liquor Control Commission
Paul Mullally - Transportation & Public Works

POOR

QUALITY

ORIGINAL